



QUEEN
CITY
CERTIFIED™

FALL 2018

Survey Analysis

City of Cincinnati DOTE

Top 5 benefits reported as most important:

Employer sponsored health insurance
Salary / pay
Employer sponsored retirement program
Paid time off
Leadership / opportunities for promotion

Top 5 benefits used within the last 3 years:

Employer sponsored health insurance
Employer sponsored retirement program
Reduced schedules
Family leave for elder care
Paternity leave

TOP STRENGTHS

Overall, employees report high levels of satisfaction and engagement.

- **82% of employees** would recommend the City of Cincinnati DOTE to others.
- **84% of employees** believe the City of Cincinnati DOTE supports work/life balance.
- **82% of employees** feel their performance evaluations have been fair.
- **75% of employees** believe the City of Cincinnati DOTE hires people from diverse backgrounds.

"Good place to work with good people."

"This is a good place to work that allows a lot of flexibility for work/life balance."

"I feel like I work for the best department in the city. I am happy!"

TOP OPPORTUNITIES FOR GROWTH

Employees are less satisfied when it comes to opportunities for growth and advancement.

- **38% of employees** are happy with their opportunities for growth and advancement;
16% of men and **39% of women** report being either unhappy or very unhappy.
- **21% of men** agree that promotions are generally given to the most qualified employees, compared to
11% of women.

Gender, race, and ability significantly influence how employees experience the workplace.

- **71% of men** feel like they belong at the City of Cincinnati DOTE, compared to **54% of women overall, 43% of women of color, and 43% of women with disabilities.**
- **77% of men** feel like the City of Cincinnati DOTE supports work/life balance, compared to **61% of women overall and 43% of women of color.**
- **46% of men** feel recognized and rewarded for the work they do, compared to **21% of women.**
- **69% of men** believe their pay is fair compared to others in similar roles. **57% of women** feel the same.
- Qualitative research suggests that **harassment and bullying** may be an issue for women and some employees **fear retaliation** or a **lack of follow through.**

When it comes to gender equity, employees believe there is room for improvement.

- **58% of men** feel the City of Cincinnati DOTE values and promotes gender equity, compared to **32% of women overall and 14% of women with disabilities.**
- **13% of men and 46% of women** think the City of Cincinnati DOTE should be doing more to increase gender equity in the workplace.

"The harassment and bullying that I have witnessed and personally experienced still continues despite AR25 training. Reversing the morale that has been negatively impacted by over a decade of appalling management will be a challenge... Suffice it to say that this is a boys club and the fox is guarding the hen house. I will be more than happy to speak in private with your staff, but do not plan to attend the listening session."

"Malicious or not, I have definitely been bullied and disrespected within this organization because I am a woman."

"I feel that the "threat" of someone complaining or filing harassment lets certain employees do less or get away with more."

"The workplace is discriminate against minorities and women as seen with the comments, conversation, and even pictures hung in cubicles. It is tolerated by management because at times they too participate. Try to spend as little time as possible in the office for that reason."

"Bullying and harassment in general is rampant in this department, not just sexual harassment."

"When incidents are reported to HR directly or through the office representative, it would help that HR protects the victim and not bend over backwards to protect the accused. And when investigations are done that they be done by those who are not representatives of the office in which they work, as they already have personal biases that can be difficult to set aside during an investigation."

"I think it is hard to for employees to file a sexual harassment claim due to possible retribution."

"Nothing has ever crossed the line to be true harassment. In the past, people had calendars and such which were inappropriate."

"I often have times where I cannot get a word in on a conversation, in fact most conversations with these staff members result in being talked to, not talked with. They also tend to escalate the volume of their voices during the conversation so that there is less chance of them being interrupted for you to interject your opinion. I also find that I have to repeat my contribution to the conversation multiple times to be heard."

"I am experiencing an inequality in pay because I happen to be unrepresented and in a division that repeatedly has pay raises frozen when budgets need to be balanced."

"The PAY NEGATIVE issue has led me to investigate other employment opportunities outside of City Service. The proposed PAY COMPRESSION RECOMMENDATIONS do not adequately address the pay issue."

"I think age discrimination needs to be looked at. There is a perception at least that younger people are being given more opportunities."

"Tuition reimbursement was cut for non-revenue producing departments many years ago. This is not fair to exclude people because of the department that they choose to work. I couldn't afford to go back and finish my degree after the reimbursement was discontinued by my department. People are now being hired with 4+ year degrees in positions not requiring full degrees and advancing when current employees, depending on the department they work for are unable to advance. Tuition reimbursement should be an opportunity for all."

RECOMMENDATIONS

Conduct yearly audits of new hire demographics, starting wages, and promotion/retention practices.

Offer flexible schedules through flexwork and/or telecommuting.

Provide a mentorship program at the point of entry for all employees.

Offer paid leadership development opportunities (workshops, classes, etc.).

Conduct 15 minute weekly or bi-weekly performance reviews using a set of objective criteria. Enlist two to six reviewers (colleagues, clients, etc.). Ensure managers meet with employees quarterly to go over the results.

Develop a transparent compensation policy that clearly states employee performance measures and promotion criteria. Ensure the policy is communicated and understood by all employees.

Formalize a list of employees, including women and underrepresented minorities, with the skills needed to complete the “glamour” work in your organization (important projects or assignments that can lead to promotion or professional development). Assign “glamour” work on a rotating basis to ensure equal access.

Provide an easily accessible and confidential place to report discrimination and harassment, such as a hotline, section of the website, ombudsman, etc.

Conduct all-staff intimate partner violence/gender-based violence bystander intervention trainings through local partners. For DOTE, QCC recommends Green Dot. The program is offered through the Women’s Crisis Center. Green Dot is a nationally recognized strategy focused on preventing power-based personal violence—sexual violence, partner violence, child abuse, elder abuse, bullying, and stalking. Work Strong, offered through Women Helping Women, is another excellent resource that focuses on supporting survivors of gender-based violence.

Provide cultural competency, implicit bias, and/or diversity and inclusion trainings on an annual basis for all employees.

Sponsor an inclusion council—a group that includes top leadership and people of all genders, races, ethnicities, ages, and socioeconomic backgrounds—with a clear focus that aligns with the department’s mission.

Integrate gender equity into the overall guidelines and strategic goals of the department.